



Texas A&M University at Qatar

جامعة تكساس إى أند إم في قطر

ANNUAL REPORT 2005-2006



Engineering

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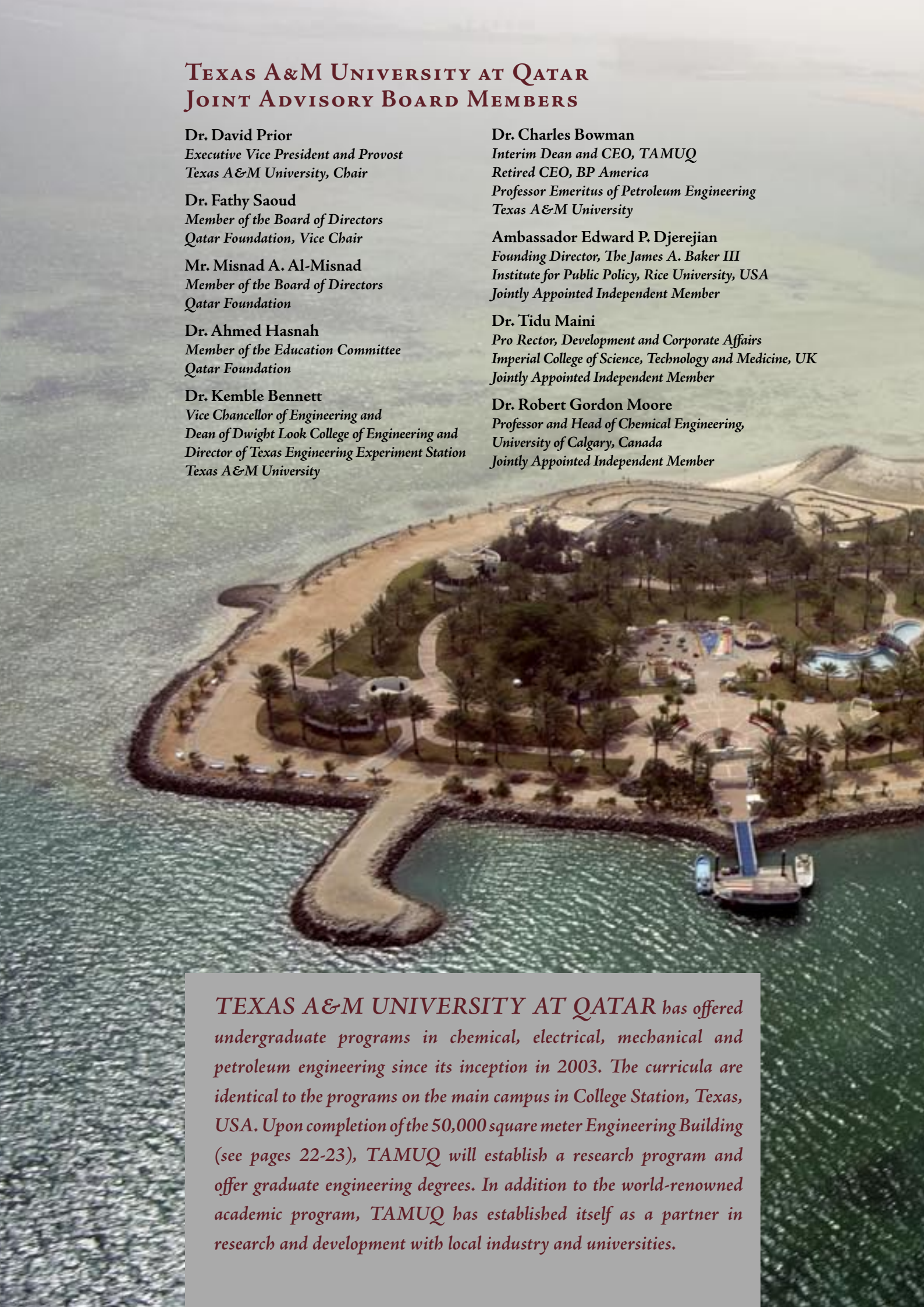
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TEXAS A&M UNIVERSITY AT QATAR has offered undergraduate programs in chemical, electrical, mechanical and petroleum engineering since its inception in 2003. The curricula are identical to the programs on the main campus in College Station, Texas, USA. Upon completion of the 50,000 square meter Engineering Building (see pages 22-23), TAMUQ will establish a research program and offer graduate engineering degrees. In addition to the world-renowned academic program, TAMUQ has established itself as a partner in research and development with local industry and universities.



Texas A&M University at Qatar

جامعة تكساس إى أندام فى قطر



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DEAN'S MESSAGE

It is both an honor and a pleasure to serve for the second time as Interim Dean and CEO of Texas A&M University at Qatar. Working with Qatar Foundation for Education, Science and Community Development, our dreams for Texas A&M at Qatar are being realized. Her Highness Sheikha Mozah Bint Nasser Al-Missned's vision for Education City is coming alive on the campus outside of Doha, Qatar, as well as in the lives of our students. Having completed our third year of operation, as planned and within budget, we are looking forward to the completion of the new Engineering Building and subsequent growth of our student body.

Although the future holds many exciting projects and milestones for Texas A&M at Qatar, looking back to track our achievements will help guide us in the future. Three years ago, 29 students were admitted to our initial class. Of these, 23 remain, 7 of whom have fully completed their junior year and next year are expected to become the first graduates of Texas A&M at Qatar. The remaining 16 students are technically classified as juniors, but will require five years to complete their studies, a proportion in keeping with student performance on the main campus.

The celebration for our new engineering building will be in March 2007, and the building is expected to be fully operational by summer of 2007.

We believe it will be the finest engineering academic and research facility in the world and hope the Education City community and industry partners will utilize this significant resource.

The admissions process for the upcoming year is complete, with an expected enrollment of 60 new freshmen. Senior level courses will be taught for the first time. A Research and Graduate Studies Agreement with Qatar Foundation is being finalized and master's degree programs will be offered in the fall of 2007. One major research contract has been signed and is in progress, with several more under active negotiation. The celebration for our new engineering building will be in March 2007, and the building is expected to be fully operational by summer of 2007.



We believe it will be the finest engineering academic and research facility in the world and hope the Education City community and industry partners will utilize this significant resource.

The search for a new permanent Dean and CEO is under way and expected to be completed in September. Once approval is granted by The Texas A&M University System Board of Regents and Qatar Foundation, we will have a new Dean in place as soon as possible thereafter. At that time, I will revert to being a member of the Joint Advisory Board that oversees the campus, and expect to continue watching with pride as the program grows and flourishes into the future.

Sincerely,

Charles H. Bowman, PhD

Interim Dean and CEO

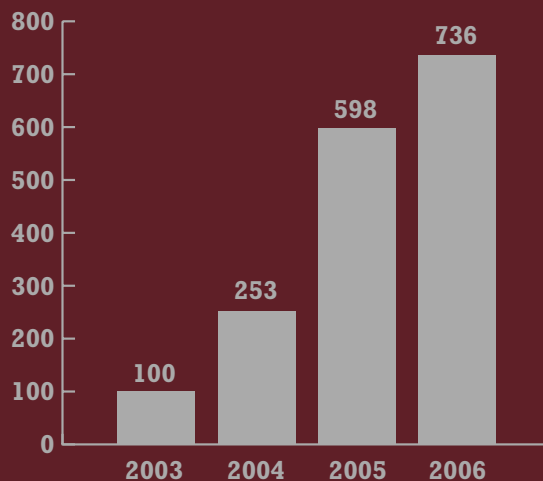
I. ADMISSIONS

The quality of education offered by Texas A&M University is fast being discovered, and candidates from all corners of the world are applying in growing numbers. Students in the region are accustomed to applying to universities after graduation from high school in May or June; however, applicant numbers continue to rise even though the application deadline was advanced from May 1 in the previous year to March 1 this year.

We are promoting TAMUQ in partnership with our sister institutions here in Education City, for it is a powerful collective message that highlights the prestige of the universities that comprise Education City. Together with Virginia Commonwealth University in Qatar, Weill Cornell Medical College in Qatar, Carnegie Mellon University Qatar Campus, and Georgetown University School of Foreign Service in Qatar, a combined admissions and public relations team hosted a regional campaign called "Discover Education City," an exhibition designed for high school counselors, students and their parents.

The first "Discover" event was held at the Four Seasons Doha, with an estimated audience of 600-700 community residents. The same event was subsequently held in other regional cities. Coupled with that strategy, TAMUQ invited every high school in Qatar to campus for a tour and an admission presentation. Approximately 1500 potential students visited the campus; double that of the previous year.

ADMISSION APPLICATIONS



Applicants continue to benefit from the TAMUQ online application system, but now the admissions process is itself completely automated. By using several technology platforms together (The Texas A&M Student Information System or SIMS, TAMUQ's ImageNow Document Management System and TAMUQ's newly developed web-based application for admission system), potential students can now not only complete their application online, but also pay the application fee electronically. Moreover, the complete system can calculate an admission score for each applicant based on several admission criteria, thus assisting members of the admissions committee to readily iden-

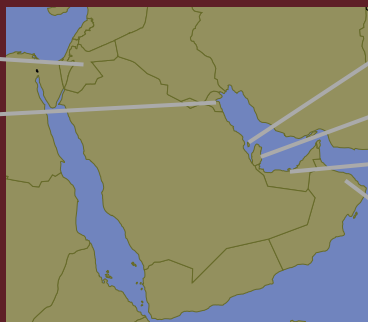


DISCOVER EDUCATION CITY

**AMMAN,
JORDAN**

**KUWAIT CITY,
KUWAIT**

*Cities where the
"Discover Education
City" exhibition
was hosted.*



MANAMA, BAHRAIN

DOHA, QATAR

ABU DHABI, UAE

MUSCAT, OMAN



COUNTRIES REPRESENTED IN 2006

APPLICATION POOL

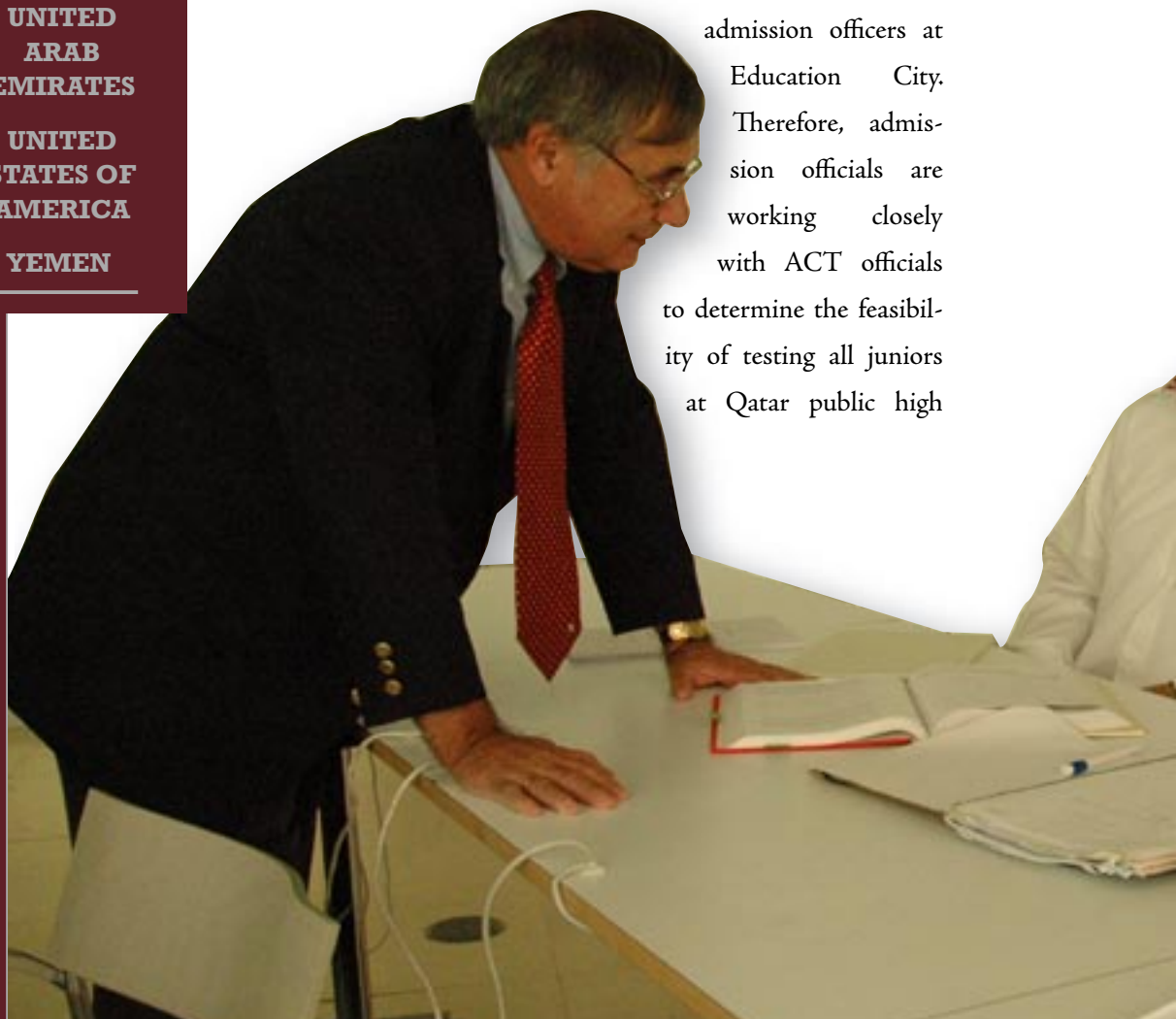
QATAR	MOROCCO
ALGERIA	OMAN
AUSTRALIA	PAKISTAN
BAHRAIN	SYRIA
CANADA	TUNISIA
EGYPT	UNITED
INDIA	ARAB
IRAN	EMIRATES
KUWAIT	UNITED
LEBANON	STATES OF
MEXICO	AMERICA
	YEMEN

tify the stronger candidates. During the interview stage, committee members are able to electronically review the student's application, supporting documents, and standardized test scores. This new system has greatly enhanced the application process and is allowing for easier and timelier admission decisions by TAMUQ.

Testing the students interested in attending an Education City university, particularly Qatari students, remains a priority for all

admission officers at Education City.

Therefore, admission officials are working closely with ACT officials to determine the feasibility of testing all juniors at Qatar public high



ADMISSIONS AT-A-GLANCE	
Applications Received: 736 (368 Qatari applicants)	Students Offered Admission to TAMUQ: 75
Potential Candidates: 379	Expected Enrollment: 60 * (40-45% Qatari)
Interviews Granted: 98 (41 Qatari interviewees)**	*All acceptances received within 3 days of offer.
** Interviewees had a mean high school GPA of 93% and exemplary SAT/ACT and TOEFL scores.	

schools so, at the very least, these students meet the standardized testing requirement. With help and guidance from Qatar Foundation, the Test of English as a Foreign Language (TOEFL) is now being administered online twice a month. The top students from the scientific high schools in Qatar are without question highly qualified and thus applying to all of the prestigious Education City universities. A good number of these top performers have their hearts set on becoming engineering majors at TAMUQ.

A major focus this year will be on developing ways that students from all schools might be brought to a level where they can be expected to succeed in the TAMUQ engineering program.



II. STUDENT PERFORMANCE

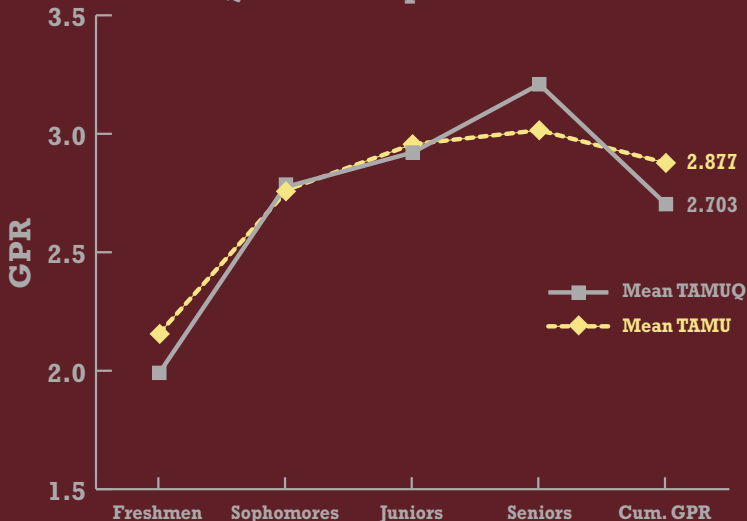
The cumulative grade point ratio (GPR) for our students has improved as students matriculate through the program, mirroring the GPR pattern for College Station engineering students. The TAMUQ cumulative GPR rose from 2.649 for freshmen this year to 2.885 for the juniors. New incoming students struggle to adjust to university life and to the academic rigors of the program. With time and workshops offered by our Department of Student Affairs, they learn good study habits and time management skills.

So far, TAMUQ retention rates are nearly 20 percent higher than on the College Station campus (90% vs. 70%). This is a strong sign that the students we are admitting to our program have the requisite academic capability. Although perhaps too early for a firm conclusion, the high retention rate may also be a reflection of our strong efforts to mentor students individually, made possible in part by the decision to maintain low teaching loads for our faculty.

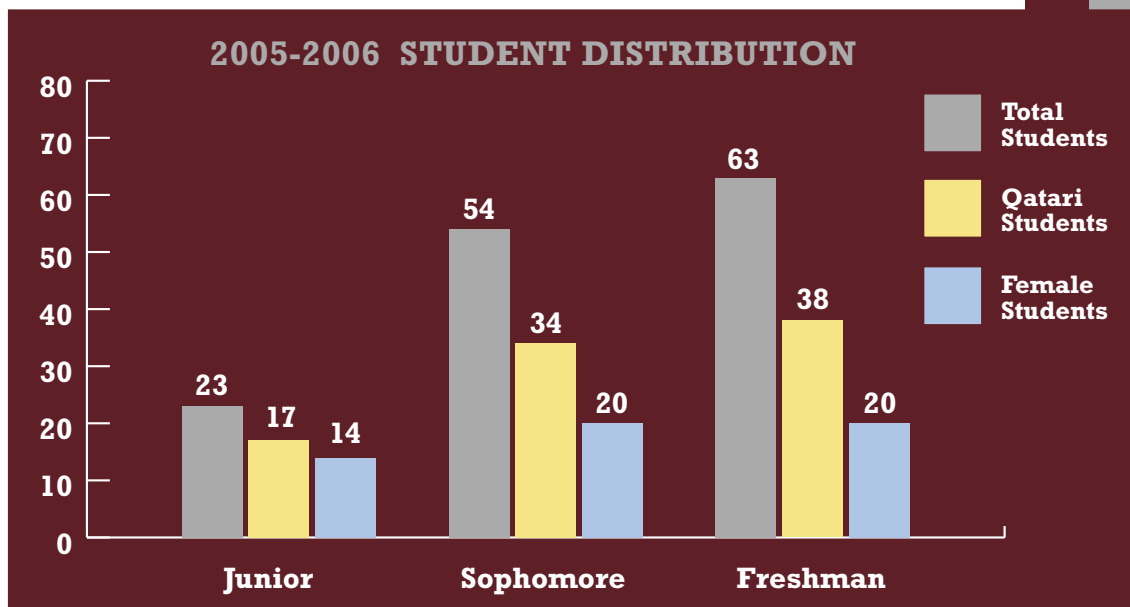
The freshman-to-sophomore retention rate is a factor that university officials monitor closely and one that is tracked by accrediting agencies. The retention rate is a strong indicator of institutional ability to successfully retain students through graduation, because the most formidable and most difficult academic year for most students is their freshman year.

Another factor impacting cumulative improvement is, of course, the “weeding out” of students unable to master the program. The courses that generally prove most difficult to engineering students are Engineering Mathematics and Physics. We have thus examined how our students perform in these classes compared to their College Station counterparts. Because our class-

End of Academic year 2005-2006 GPR for Total Enrollment
TAMUQ GPR Comparison with TAMU



Source: Grade Distribution and GPA Distribution, Office of the Registrar, TAMU and the Office of Admissions and Records, TAMUQ



es are significantly smaller than most on the main campus, it is unwise to infer strong statistical significance. However, the comparison charts for these classes indicate a quite similar profile as on the College Station campus.

As we prepare for eventual Accreditation Board for Engineering and Technology (ABET) accreditation of our four engineering programs, and, indeed, as we prepare our first monitoring report to Southern Association of Colleges and Schools (SACS), we are making more detailed comparisons of student performance between TAMUQ and College Station. Examples include comparison of grades achieved on identical tests given in an individual course, and detailed comparison of student work portfolios (quizzes, homework assignments, reports, etc.) in specific courses.

It is striking to note that all of the students who sought assistance from the Student Wellness Program staff and were regular clients of the program remain in good academic standing at this time. None of the students dismissed for lack of acceptable academic performance chose to avail themselves of the program.

All TAMUQ students now have the benefit of a Tablet PC, which allows for electronic note taking and participation in interactive teaching sessions and quizzes. The Tablet PCs are fully integrated into the IT infrastructure, allowing for the sharing of annotated notes and PowerPoint slides via email. The laptop program at TAMUQ was featured in a presentation at the *Educause Southwest Conference* in February 2006.

III. STUDENT LIFE

Student Body Government

The Texas A&M at Qatar Student Body Government is made up of three or more elected representatives from each class, including at least one girl from each. This group drafted a constitution and had it approved by the TAMUQ student body during the spring semester.

The President of the Student Body was Ahmed Al-Abdullah '08, who was re-elected for a second term this coming academic year. Effective immediately, the Student Body President is a member of the Operations Council, comprised of TAMUQ's administrative leaders. It meets weekly, and now, student issues and concerns will have a formal voice on a timely basis. The Student Body Government hosts a meeting with the entire student body once a semester in addition to its weekly meetings.

Student Clubs and Organizations

During the past year, the number of student clubs and organizations has risen from 5 to 13, not counting the Student Body Government. Virtually every student participates in something; as one might expect, some are extremely participative. This reflects the gratifying commitment of our students not only to their academic endeavors, but to their feeling of connection to TAMUQ and to the "Aggie Spirit." These clubs have planned and organized numerous activities for our campus community, with a very high success rate. Clearly, the students are having fun, but also their sense of service has led to raising over US \$30,000 for worthy causes. These student activities are a critical and important part of their overall learning and development process while at the university.

The Department of Student Affairs hopes to further develop the various sports teams so they can compete at higher levels. Our eventual goal is for them to become part of an athletic program competing against other institutions throughout the region. Meanwhile, it is amusing to note that while the arch-rival of the main campus in Texas is





the University of Texas at Austin; our TAMUQ students derive their greatest sport-victory satisfaction from the defeat of Weill Cornell Medical College in Qatar (WCMC-Q)! Thus, they have taken a long standing Aggie tradition and re-shaped it to reflect the unique spirit of this campus.

Student Wellness and Counseling Program

Texas A&M places significant importance on developing the whole student. In order to help students in areas outside the classroom or perhaps help with situations affecting classroom performance, the TAMUQ student wellness program

was launched in August 2005. This program focuses on developing and maintaining both physical and mental wellness of TAMUQ students. Locally, counseling is often not well understood, so there were initial questions about how quickly students would recognize the value and begin to use the service. However, once exposed to this program and its staff, students started seeking counseling assistance at a higher frequency than do students at College Station. One of the program's purposes is to assist in identifying the sources of academic difficulties. As also reported in the section on academics, no student who has regularly sought and received assistance from the program is currently deficient academically.





Cultural Exchange Trips

Exchange trips to College Station are now an annual event. During the holiday following Ramadan, ten TAMUQ students and two staffers visited the College Station campus. In the eyes of the students, highlights included the Lady Aggies volleyball game, a student shadowing program (to see how students live and work), and dinner at the Texas Roadhouse restaurant.

In March, 12 TAMU students plus one staff member visited TAMUQ. This was the second such visit; the itinerary was developed with input from TAMUQ students. Both visits have had a tremendous impact on the visiting American students, whose understanding of the world has been significantly enhanced, as has that of the hosting Qatari students.

During spring break, 11 TAMUQ Aggies journeyed to College Station – ten freshmen and one sophomore, three girls and eight boys. This trip included stops in Houston and Galveston, with visits to the Johnson Space Center and the Houston Galleria. Highlights in College Station included an Aggie baseball game, a student shadowing program, a presentation by the visiting TAMUQ Aggies about their home countries, and tours of the four engineering departments.



Student Leadership Institute in Italy

Last July, six TAMUQ students, three girls and three boys, joined 34 students from College Station for the Champe Fitzhugh Student Leadership Institute at Texas A&M's Santa Chiara Study Abroad Center in Italy. Students participating in the program have an opportunity to attend leadership seminars and networking sessions. In addition to their stay at the Santa Chiara Center, the TAMUQ delegation visited several cities in Italy.

New Student Orientation

Texas A&M at Qatar offers a mandatory New Student Orientation each fall to welcome new students. This program is a combination of Texas A&M's New Student Orientation and "Fish Camp", which is a four-day camping trip for new students designed to ease the transition from high school to university.

The Fall 2005 New Student Orientation was highly successful, as we welcomed 63 new students. Will Whitehurst '06, a Texas A&M Yell Leader, and Rob McClelland '05, a Texas A&M student orientation leader, joined us as special guests and presenters. They taught the incoming students about the history and traditions of the College Station campus, including Aggie Yells and the traditions of American football. The New Student Orientation allows students to register for classes and attend academic advising, as well as bond with classmates and learn about life at Texas A&M at Qatar.

Critical Incident Response Team

Texas A&M at Qatar is committed to providing an educational climate that is conducive to the personal and professional development of each individual. Even with a small university community, TAMUQ and the Department of Student Affairs realize that crisis, or critical incidents, will occur and that these crises can have a significant effect on the entire university, Education City and local communities. Such critical incidents will require an effective and timely response. TAMUQ's Department of Student Affairs has developed a Critical Incident Response Team (CIRT) consisting of university administrators and staff, to best respond to these critical student incidents.

IV. ADMINISTRATION, FACULTY AND STAFF

Executive Administration

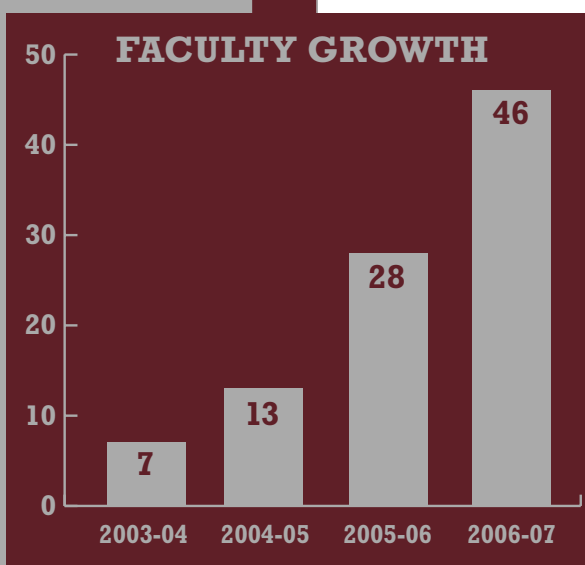
Dr. Charles Bowman, who served on an interim basis as TAMUQ's first Dean and CEO and is a member of the TAMUQ Joint Advisory Board, re-assumed these leadership duties on an interim basis following the April resignation of Dean and CEO Dr. Michael Kemp. Dr. Bowman will serve until a new permanent Dean and CEO is chosen through a search that is currently under way in accordance with Texas A&M University procedures. The search is expected to be completed in September and pending the approval by The Texas A&M University System Board of Regents and Qatar Foundation's concurrence, Texas A&M at Qatar will have a permanent Dean and CEO in place as soon as possible.

Another senior leadership change occurred in January when Ms. Lallah Howard was appointed Assistant Dean for Finance and Administration. She brings a wealth of professional and Texas A&M experience to the organization. She served previously in this role during the initial start-up of the branch campus in summer 2003.

Faculty

To successfully operate during our third academic year, 15 faculty members were recruited, bringing our total to 28. For the coming year, the first in which all four levels of the undergraduate program will be taught, we have recruited an additional 18 faculty to join us in August, bringing our faculty level to 46 members. The majority of these additions, both last year and this year, are engineering faculty.

The faculty mix has been and remains a combination of TAMU faculty who have agreed to spend 1-3 years (or occasionally more!) at TAMUQ, and faculty who have accepted permanent employment with TAMUQ. A number of these latter individuals have either had prior teaching experience at Texas A&M's main campus or will begin their employment with a short term assignment in College Station. This mix is giving us a combination of TAMU experience and quality assurance plus the continuity that we need for our ongoing program, and for a sense of stability we consider important to provide our students. We think our students should see some familiar faces among the faculty when they graduate.

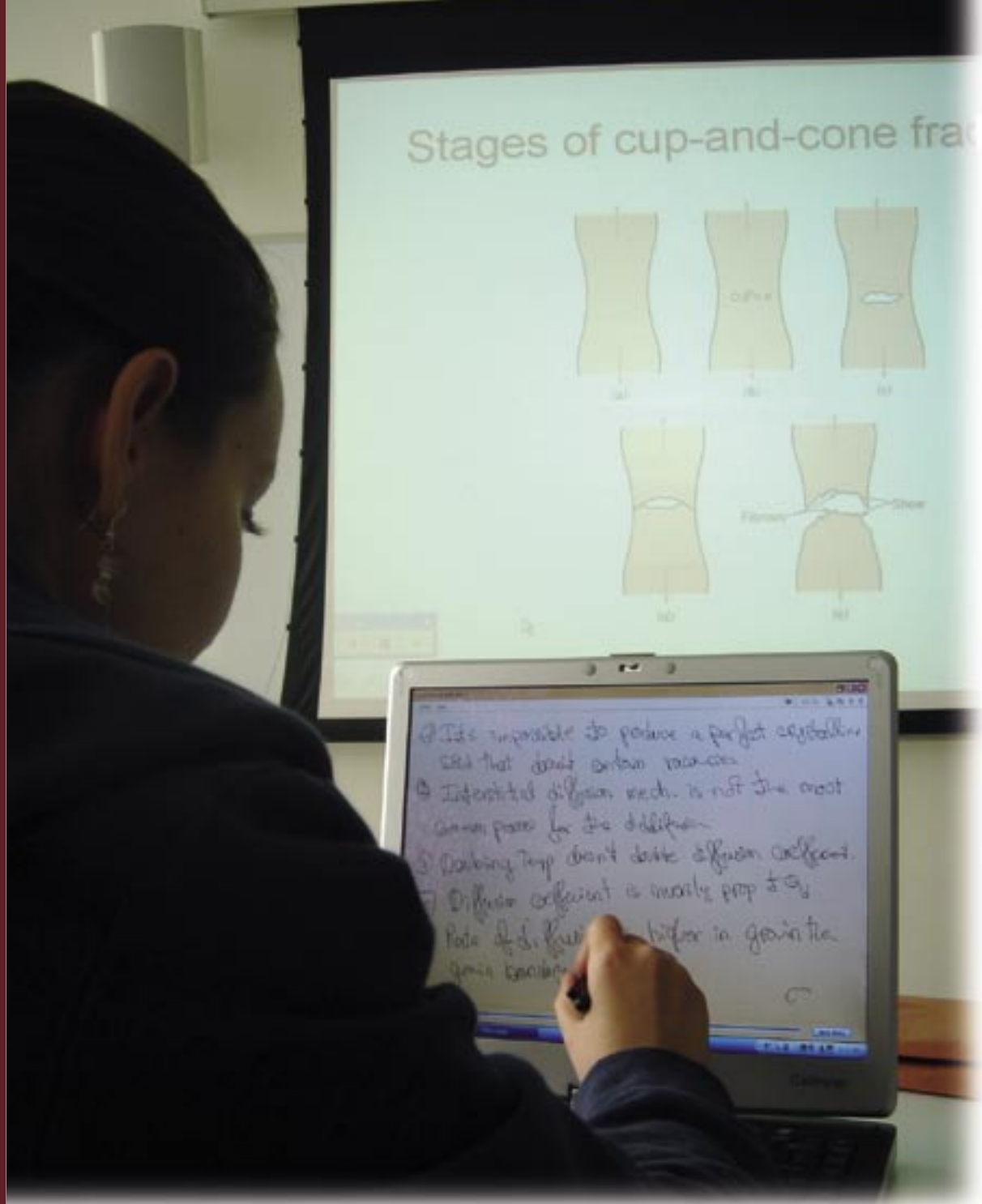




One issue targeted for resolution during the summer is that of titles for faculty who are not tenured at TAMU. Under TAMU rules, only tenure-track faculty may hold the titles of “professor,” “associate professor” or “assistant professor”. The term “visiting professor” was initially chosen as a matter of convenience for our non-tenured faculty of professorial rank. Unfortunately, this connotes a temporary status that was never intended. We will introduce a new set of titles and employment agreements for these members of our faculty to properly reflect both their rank and their permanent status. A number of TAMU’s colleges already have such title structures. The term “visiting” will be used only in those rare instances where an appointment truly is temporary.

Human Resources

Growth of the student body and faculty has required additions to our staff. We concluded the academic year with an administrative, professional and support staff of 69, which represented a growth of 26 from the previous year. With more than half of the staff being hired from in or around Doha, the staff is a valuable mix of international and local knowledge and skills. Additional growth of 21 staffers is anticipated in the coming year, which should represent the final year of ramp-up in size.



Information Technology Services

ITS staff continue to work with other TAMUQ administrative offices to ensure that our staff benefit from information resources as they perform their job duties. Recent efforts include the development of an HR information system, installation of a workflow system allowing for web-based forms and processes, and the planned development of an academic data warehouse. These projects are helping to create efficiencies and standardized processes for the entire campus.

We now have a helpdesk system that is staffed full time, and we have also enhanced our ability to provide one-on-one and group training. During the regular semesters, sixty hours of group training is available to faculty and staff. Next

semester, it will also become available to students. One clear result is that our faculty have been more successful integrating technology into their course presentations, and the staff are more efficient and productive users of technology.

A new website will be launched in the fall and will be maintained with a content management system that allows individual faculty, staff and students to maintain their portions without requiring significant technical knowledge. The system also allows key portions of the website to be presented in Arabic, allowing us to reach out to audiences in Qatar and around the region who may prefer to learn about TAMUQ through our Arabic pages. TAMUQ remains the only university in Education City to offer this feature. One key audience reached through this effort is parents of some prospective students. Work with the dual-language website was profiled in a vendor case study by RedDot/Hummingbird Solutions.

Public Affairs

The Office of Public Affairs supports the executive management of the branch campus. It communicates to the community in Qatar, the region, and the world the mission, goals and achievements of TAMUQ through targeted communication, marketing and public affairs strategies. In initial planning, both the magnitude and importance of this task were underestimated. Established in the second year of operation, the office's continually growing scope of work includes supporting student, faculty and staff recruitment efforts, internal and external relations programs and initiatives, and nurturing collaboration and partnerships with industry and governmental bodies.



V. INDUSTRY PARTNERS, RESEARCH AND GRADUATE STUDIES

TAMUQ faculty are actively engaged in a range of research efforts, even though we have yet to launch our formal active research program. One contract has been signed with Qatar Telecommunications (Qtel), and several are in active stages of development; all to be funded by external sponsors. We are keen to develop this program and will aggressively do so in coordination with the availability of research space in the new engineering building. We are optimistic that a sustainable program can be developed, substantially funded from external sources, and provide opportunity for all faculty.

The research program will be intimately linked to a graduate studies program that, pending approval by QF, would commence in the fall semester of 2007. Beginning with chemical engineering, it will in time offer both Master of Science and Master of Engineering degrees in all four of the engineering disciplines we teach, plus potentially a fifth option in industrial systems and project management. Courses will be offered in a variety of formats, including evening classes or intensive formats, to facilitate attendance by part time students holding full time employment. Having the Research and Graduate Studies Agreement in place is also seen as a clear attraction to senior faculty at College Station who have thus far been reluctant to come to TAMUQ.

One piece of research equipment that indeed is already in place is our SAQR platform – “Supercomputing Applications in Qatar for Research”. The platform consists of 100 separate Apple XSERV nodes working in tandem with one another to form a computing grid. SAQR is being used for various research efforts by TAMUQ and TAMU faculty members and by academic institutions in Europe. Over the past three months, SAQR’s average utilization rate has exceeded 55%. Success of the platform has been profiled in a vendor case study by Apple Computer. The first Supercomputing Conference was hosted by Texas A&M at Qatar in September of 2005 and plans are underway for the 2006 conference.



FUTURE GRADUATE PROGRAMS

TEXAS A&M UNIVERSITY AT QATAR

Master of Science:

- Chemical
- Electrical
- Mechanical
- Petroleum



Master of Engineering:

- Chemical
- Electrical
- Mechanical
- Petroleum

Graduate courses beginning in 2007





VI. FACILITIES

Texas A&M University at Qatar's temporary home is the Liberal Arts and Science Building, which is shared with both Georgetown University School of Foreign Service in Qatar (SFS-Q) and the Academic Bridge Program. We are growing, as is SFS-Q. With limited space, the coming year will be tight and challenging for both universities.

With 48 faculty members, 90 staff members and nearly 200 students, classroom and library space will be at a premium. To use the space available more efficiently, during the past year many of the building's classrooms were upgraded to include wired network connections for each student. Additionally, each of the classroom multimedia systems was upgraded to allow for "wireless presentations" by anyone connected to the campus network. This has facilitated the use of the student Tablet PCs in the classroom during lectures. This technology has been adopted by several of our faculty, and their work was featured in a vendor case study by SMART Technologies this past April.

Student study and lounge space is also at a premium. An air-conditioned tent has been commissioned in one of the atriums to serve in this capacity. Additional lounge furniture currently on order will be placed in some of the open public areas of the building.



The new engineering building in Education City will become Texas A&M's permanent home. Currently under construction, it will be beautiful throughout, yet thoroughly functional. We judge it will be the finest engineering teaching and research facility available anywhere in the world. Our obligation is to deliver teaching and research excellence to match. Suitable events to celebrate the new building are being planned for March 2007.





Because we will be moving to the new engineering building later than originally planned, we have had to make necessary accommodations for the specialized teaching laboratories required in each of the four engineering programs, particularly those required for the junior and senior years. Thus far, our solution has been a combination of repositioning courses within the curriculum, where feasible, and in some cases, simulating the laboratory experience with data from a College Station laboratory. The mechanical engineering students went to College Station last summer for one of their laboratory courses and were able to also gain benefits of the cultural exchange.



Once we make the engineering building our home, we will be making some modifications to the building immediately upon its completion. The original plan was to retain space in the Liberal Arts and Science Building, TAMUQ's temporary home, for the Liberal Arts and Science components of our faculty, and use the physics and chemistry laboratories housed there. The engineering building was designed accordingly. However, as events have unfolded, we decided to convert the space originally reserved for a fifth future academic department into offices plus physics and chemistry teaching laboratories. This will be a far preferable arrangement, assuring a single, coherent faculty team and a consolidated library, as well as convenience for students, faculty and staff.



10YR ANNIVERSARY



الكويت
Qatar Foundation

CELEBRATING TEN YEARS OF QATAR FOUNDATION

Texas A&M University would like to congratulate Qatar Foundation for Education, Science and Community Development on its tenth anniversary. The vision of His Highness the Emir Sheikh Hamad bin Khalifa Al-Thani and Her Highness Sheikha Mozah Bint Nasser Al-Missned has yielded great benefits to the people and the State of Qatar . With Her Highness' guidance, Education City is becoming an internationally acclaimed educational and research center. Texas A&M University is honored to be a part of this vision.

Because of Qatar Foundation's unwavering commitment to the highest quality academic and research programs, Texas A&M University values the collaborative nature in which Texas A&M University at Qatar was created and is operated. Qatar Foundation and Texas A&M University have long shared the same mission – teaching, research and service – and this makes the partnership one of openness and mutual respect.



Qatar Foundation Projects 2006 and Beyond

- **Ceremonial Court** (*pictured above*)
- **Texas A&M University at Qatar Building**
- **Qatar Science and Technology Park**
- **Student and Staff Housing**
- **Carnegie Mellon University in Qatar Building**
- **Georgetown University School of Foreign Service in Qatar Building**
- **Qatar Foundation Headquarters**
- **Shopping Center**
- **Central Library**
- **Student Center**
- **Faculty and Staff Club**
- **Golf Course**
- **Conference Center**
- **Auditorium/Theater**
- **Specialty Teaching Hospital**
- **Sports Facilities**
- **College of Journalism/Communications**
- **Islamic Studies Center**

Qatar Foundation's forward-thinking and mission to prepare the people of Qatar and the region to meet the challenges of an ever-changing world, and to make Qatar a leader in innovative education and research will certainly inspire future generations to perpetuate the legacy that is being created today.



Texas A&M University at Qatar

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